

**From:** GCAHRDTRAMNG sent by Lee, May [mailto:gcahrdtramng@maersk.com]  
**Sent:** Monday, February 04, 2008 4:53 PM  
**To:** tom.schwarz@kinnogene.com.au  
**Cc:** keke.quei@kinnogene.com  
**Subject:** RE: Maersk Fac Dev Journey

"Dr. Tom Schwarz has in the past two years partnered with Maersk Shipping and Logistics China as a consultant and facilitator. Tom was involved in Maersk Global Vision and Mission Cascading project in 2006 and helped with Facilitation Skills Workshops for Maersk Human Resources Department in 2007.

Tom's major role in the Maersk Vision/Mission Cascading was one of the key Facilitators to teach Maersk senior managers Facilitation skills and to enable them the ability to inspire the thinking and facilitate Vision/Mission discussion, also to better organize Question and Answers in the cascading workshops. With Tom and his team's (Kinnogene) efforts, we observed the Facilitation-based discussion methodology was strengthened amongst senior managers, and it helped a lot in the cascading process.

In 2007, in order to upgrade facilitation skills for Maersk HR people, Tom was invited to design a workshop to help Maersk HR people to equip with skills to apply in leadership review, training needs analysis, management meeting etc., also to deliver the workshop focusing on TOP programs and Strategic Thinking and Planning. Feedback received from HR participants were quite positive.

The most learning came from not only the methodology taught in the workshops, also the process facilitated and demonstrated by Tom. We also at the same time as Learning the methodologies were able to develop our Maersk HR 2008 Vision. We can see the paradigm shift from teaching/pushing the idea changed to more facilitating which is perceived easier to grasp the focus areas and reach consensus, also it is more effective in handling different opinions and conflicts.

In general, we see the obvious benefits through the Facilitation skills workshop designed and delivered by Tom, and we will continue to work with Tom to evaluate follow-up activities to further enhance the learned skills."

Regards,

--May  
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